

Indiana University

Mission Oriented Business Integrated Services (MOBIS)

GENERAL SERVICES ADMINISTRATION
Federal Supply Service

Authorized Federal Supply Schedule Price List

Note: Prices Shown Herein Are Net (discount deducted).

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!™, a menu-driven database system. The INTERNET address for GSA Advantage!™ is: *GSAAdvantage.gov*.

For more information on ordering from Federal Supply Schedules click on the FSS Schedules button at *fss.gsa.gov*.

Schedule Title: **Multiple Award Schedule MOBIS 874**

Industrial Group 874

SINs: 874-1 Consulting Services
874-2 Facilitation Services
874-3 Survey Services
874-4 Training Services
874-5 Ancillary Services – Program Performance Evaluation
874-7 Program and Project Management Services

Contract Number: **GS-02F-0073Y**

Contract Period: **February 3, 2012, through February 2, 2017**

Contractor's name, address, and phone number: Trustees of Indiana University
205-C Bryan Hall
105 North Indiana Avenue
Bloomington, Indiana 47405-1106
(812) 855-7110

Information about Indiana University's MOBIS schedule agreement can be found at the following Web address: <http://mobis.indiana.edu>

Contract administration source: Bethany Wuensch
Office of Research Administration
509 East Third Street
Bloomington, Indiana 47401-3654
(812) 855-0516
FAX: (812) 855-9943

Business Size: Other Than Small Business

CONTENTS

3	About Indiana University
5	About the Center for Evaluation & Education Policy
7	Customer Information
9	Services Ordering Process
10	Awarded Services
	Consulting Services (SIN 874-1)
	Facilitation Services (SIN 874-2)
	Survey Services (SIN 874-3)
	Training Services (SIN 874-4)
	Ancillary Services – Program Performance Evaluation (SIN 874-5)
	Program and Project Management Services (SIN 874-7)
16	Labor Categories and Price Lists by SIN
18	Labor Categories

About Indiana University

Indiana University is one of the oldest and largest research institutions in the United States. In 2011 the university undertook more than \$500 million-worth of research projects.

Through the GSA MOBIS schedule, IU offers the following services to authorized government agencies.

- Consulting Services
- Facilitation Services
- Survey Services
- Training Services
- Ancillary Services (Program Evaluation)
- Program & Project Management Services

These services are performed through various IU research centers and institutes. The IU Vice President for Research maintains a list centers and institutes online at: <http://www.iu.edu/~vpr/centers.shtml>

Through the centers and institutes, the university's capacity in each of the service areas is enormous. Combining the resources of two or more centers when required for a project makes the possibilities almost unlimited. For instance, it is possible to put together a team of experts from fields like cyber security, economics, public health, or business, with experts on surveying, program evaluation, or training.

At Indiana University authorized government agencies have access to some of the finest academic resources in the country. Within the university environment, it is critical that teaching and research personnel stay on top of their ever-evolving fields. Many other well-known research organizations or "think tanks" that primarily specialize in government contracts often have a few individuals with specialized knowledge representing five or six fields, but limited real knowledge about what is current in the science of surveying, or evaluation, or training.

Following are highlights of the strengths of a few of the many IU divisions that support the various research centers and institutes:

- **College of Arts and Sciences:** Language instruction, engagement with world cultures, and expertise in international politics, economic, and social affairs has been central to its distinguished history. In 2009-2010, IU faculty from the College participated in more than 400 international events around the world. Current faculty include a Nobel Laureate, a Pulitzer Prize winner, and three MacArthur fellows.
- **Mauer School of Law:** Nationally ranked, top twenty-five law school (top ten among public institutions) with faculty expertise in comparative and international law, humanitarian issues, ethnic conflict and secession, and global governance.
- **Kelley School of Business:** One of only three business schools in the nation to have all degree programs ranked in the top twenty nationally, with faculty expertise in international business law, trade, international entrepreneurship, and international monetary policy. The School's Center for International Business Education and Research (CIBER) is a US Department of Education Title VI research center.
- **School of Public and Environmental Affairs:** Ranked second overall in the nation with leading graduate programs in nonprofit management (ranked #1), environmental policy and management (#1), public finance and budgeting (#3), public management and administration (#3), and criminal justice policy management (#3). Faculty expertise include human rights, democratization and state reconstruction, globalization, anticorruption, foreign aid, intergovernmental and interorganizational collaboration and networks, and complex emergency operations management.
- **Center for Applied Cybersecurity Research:** The center was established in 2003 as a leading research center in applied technology, education, and policy guidance. Center staff have worked with the Department of Homeland Security, National Security Agency, and DARPA. Indiana University is recognized as a NSA National Center of Academic Excellence in both Information Assurance Research and Information Assurance Teaching, operates the Research and Educational Network Information Sharing and Analysis Center, and provides 24x7 support for Internet2 and dozens of other networks, including state government networks and NOAA's research network.

Researchers at Indiana University - Bloomington can also call upon relationships with Purdue University, a national leader in engineering and agriculture; Indiana University Purdue University Indianapolis, a national leader in biotechnology and medicine; and the University of Notre Dame, a national leader in peace and security studies. At this time, these other institutions do not hold a GSA schedule agreement.

For government agencies that require attention to international issues, Indiana University offers a wide array of expertise relevant to foreign policy and international relations programs. Notably, the university is home to ten US Department of Education Title VI Centers of Excellence in international studies - tying for the most of any university in the US. The university is the only institution to be awarded three Department of Defense National Security Education Program Language Flagships (Chinese, Swahili, and Turkish). The university offers 32 bachelor's degrees, 29 master's programs, and 14 doctoral programs in international subjects and hosts 40 centers devoted to area studies and global issues. Regularly teaching over 80 foreign languages, Indiana University has a nearly unmatched expertise and reputation in the cultures and languages critical to US foreign policy. The university maintains a presence and connection with a total of 217 countries around the globe, ranking 11th overall among American colleges and universities in 2007-08 for activity abroad. The IU Alumni Association has 42 international chapters.

An example of IU's strategic support to US Foreign Policy is the Indiana Complex Operations Partnership (InCOP). This is a formal agreement between Indiana University, the Indiana National Guard, and the US Department of Defense. With support from the IU Center for Evaluation & Education Policy and InCOP, the Indiana National Guard is developing the Camp Atterbury-Muscatatuck Center for Complex Operations into an integrated "whole of government" training center for civilian and military assets tasked with missions in complex domestic and overseas operations. The facility has already become a key training location for: 1) Department of State Foreign Service Institute; 2) Department of Defense Civilian Expeditionary Workforce, Ministry of Defense Advisors and Defense Professional Medical Advisors; and 3) Provincial Reconstruction Teams and Agribusiness Development Teams.

Also through InCOP, Indiana University has jointly facilitated projects in five core strategic areas which support the needs of the Indiana National Guard, the Department of Defense, and local, state, and federal civilian agencies.

(1) Strategic Languages and Culture: Primarily through its Center for the Languages of the Central Asia Region, a Department of Education National Language Resource Center, and the Summer Workshop in Slavic and East European Languages, Indiana University has provided significant support to language and culture training for Department of Defense and federal civilian organizations. Example projects include Agribusiness Development Team and Provincial Reconstruction Team training, the Contextualized Intensive Language Program, and the Reserve Office Training Corps' Project Go program.

(2) Governance and the Rule of Law: With nationally ranked programs in Law and Public Affairs, Indiana University is uniquely positioned to offer guidance on international law and building legal institutions and capacity in nations experiencing reconstruction and stability operations. This expertise allows IU to serve in both an advisory capacity and evaluation role. Indiana University faculty from the Center for Constitutional Democracy and the Center for the Study of the Middle East are working to supporting the Libya Inquiry Commission established by the United Nations' Human Rights Council.

(3) Economic Reconstruction and Development: The Schools of Business and Public and Environmental Affairs have amassed a faculty of world renowned financial experts who understand the need for collaboration between the private sector and the public sector. Faculty have served as consultants to emerging economies and enterprises around the world with many gaining experience in reconstruction and stabilization following the collapse of the Soviet Union. Several faculty are active in researching overseas development issues such as international trade, foreign aid, and entrepreneurship in postconflict recovery. InCOP has helped facilitate discussions between faculty and the Department of Defense on these issues.

(4) Leadership Skills in Complex Operations: Indiana University expertise in leadership extends beyond academics and is rooted in real world experience. Faculty members across the university system have served as advisors and workshop leaders for international business leaders, mayors, governors, federal government agencies, Congress, the White House, and the military. Additionally, Indiana University has long been a leader on issues of higher education, budget policy, and academic standards at the local, state, national, and international level. CEEP and InCOP have worked with faculty across departments and disciplines to develop the "Complex Operations Study: The Case for a National Joint Intergovernmental-Interagency Training Center," which argues the need for a whole of government approach to domestic and overseas security, humanitarian, and disaster response missions.

(5) Cyber Security: Since 1996, Indiana University has been consistently recognized as a leader in technology. This distinction has been matched by a strong tradition of research on data security, informatics, and the use of emerging technology in education, business, medicine, and a whole host of other applications. Indiana University is home to renowned experts on intellectual property rights and data security laws, some of which routinely testify to Congress on US cybersecurity policy and international threats. Faculty routinely work with the White House, Department of Homeland Security, Department of Defense, National Security Agency, National Science Foundation, and others on issues related to the evaluation of existing information technology policy and infrastructure.

Customer Information

1a. **Table of Awarded Special Item Numbers (SINs):**

874-1 Consulting Services (page 9)

874-2 Facilitation Services (page 10)

874-3 Survey Services (page 11)

874-4 Training Services (page 12)

874-5 Ancillary Services – Program Performance Evaluation (page 13)

874-7 Program and Project Management Services (page 14)

1b. **Prices:** See page 15 for labor categories and hourly rates.

1c. **Labor Categories:** See page 17 for descriptions of labor categories and required experience and education for each.

2. **Maximum order:** \$1 million

3. **Minimum order:** \$100

4. **Geographic coverage:** Worldwide

5. **Point of Production:** Bloomington, Monroe County, Indiana

6. **Prices shown in this FSS Price List are Net (discount deducted).**

7. **Quantity discounts:** None

8. **Prompt payment terms:** None

9a. **Payment by the Government Purchase Credit Card is accepted for purchases equal to or less than the micro-purchase threshold.**

9b. **Payment by the Government Purchase Credit Card is accepted for purchases above the micro-purchase threshold.**

10. **Foreign items:** None

11a. **Time of delivery:** By Task Order

11b. **Expedited Delivery:** Contact Contractor

11c. **Overnight and 2-day delivery:** Contact Contractor

11d. **Urgent Requirements:** Contact Contractor

12. **F.O.B. point(s):** Destination

- 13a. **Ordering address.** Indiana University Office of Research Administration
509 East Third Street
Bloomington, IN 47401-3654
- 13b. **Ordering procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3
14. **Payment address:** Indiana University
Office of Research Administration
P.O. Box 66057
Indianapolis, IN 46266-6057
15. **Warranty provision:** Standard Contract Clause
16. **Export packing charges, if applicable:** Contact Contractor
17. **Terms and conditions of Government purchase card acceptance** (any thresholds above the micro-purchase level). Not Applicable
18. **Terms and conditions of rental, maintenance, and repair:** Not Applicable
19. **Terms and conditions of installation:** Not Applicable
20. **Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices:** Not Applicable
- 20a. **Terms and conditions for any other services:** Not Applicable
21. **List of service and distribution points:** Not Applicable
22. **List of participating dealers:** Not Applicable
23. **Preventive maintenance:** Not Applicable
- 24a. **Special attributes such as environmental attributes:** Not Applicable
- 24b. **If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found:**
Not Applicable
25. **Data Universal Number System (DUNS) number:** 00-604-6700
26. **Notification regarding registration in Central Contractor Registration (CCR) database:**
Registered

Services Ordering Process

From the list of Indiana University research centers and institutes (<http://www.iu.edu/~vpr/centers.shtml>), government agencies authorized to use the GSA MOBIS agreement should contact the IU center or institute that focuses on research and services of the type they need for the project.

If it is unclear which center or institute may be best suited for the project, the government purchasing/contract officer should contact the IU Office of Research Administration. The ORA staff will then have an appropriate IU research leader contact the agency to discuss what the government needs.

If it is necessary to do this, the ORA staff person to contact is a member of ORA Team 4 which can be reached at 812-855-0516 or rugs@indiana.edu.

IU staff in the designated center or institute will work with representatives of the government agency to understand the need, and then develop a proposal to meet that need, using the necessary mix of labor categories and price figures from this price list. The Office of Research Administration will review and approve the proposal before it is formally submitted to the government agency.

When the proposed approach to the work is accepted by the government, the ORA staff will manage the contract details on behalf of Indiana University.

Awarded Services

Consulting Services (SIN 874-1)

Examples of consulting services offered by Indiana University include:

- Management or strategy consulting
- Program planning, audits and evaluations
- Studies, analyses, scenarios, and reports including:
 - Mission-oriented business programs or initiatives
 - Educational studies
 - Regulatory or policy studies
 - Health care studies
 - Economic studies
 - Preparedness studies
- Customized business training as needed to complete a consulting assignment
- Policy and regulation development assistance
- Advisory and assistance services (other than financial audits or staff augmentation)

Indiana University assembles the necessary subject matter experts, technical assistance, and program evaluation professionals to provide the appropriate expertise to assist in improving the organization, developing strategies, and designing effective mission-oriented programs. IU provides planning, design, and review of program evaluation systems, developing differentiated design and innovative methodologies, and applying technology where best suited to assist in measuring and achieving results.

Specific, recent examples of IU's consulting services include:

- supporting the Indiana National Guard and the U.S. Department of Defense in developing and evaluating training programs for international "complex operations" that comprise personnel from multiple U.S. and international agencies
- providing technical assistance to the U.S. Department of Education Office of Innovation and Improvement (OII) programs and grantees
- providing program capacity building management and strategy consulting services to the U.S. Department of Education
- assisting the Department of Education in the implementation of strong evaluation components throughout all aspects of their programs.

Awarded Services

Facilitation Services (SIN 874-2)

Indiana University provides facilitation and related decision support services, promotes collaboration, and directs and facilitates working groups, stakeholders, and integrated process teams.

Examples of facilitation services offered by Indiana University include:

- Define, refine and resolve disputes and disagreements
- Lead or facilitate group briefings and discussions to enable focused decision-making
- Provide facilitation support services to include conference and meeting planning and support services, provide minutes, and document consensus
- Provide briefings and debriefings to management and stakeholders
- Prepare and provide draft and final reports

Through structured and planned facilitation services, Indiana University determines agendas and objectives in collaboration with the customer lead person, and delivers facilitation services in order to obtain a clearer understanding of stakeholder inputs on program issues and to develop improvement strategies.

Specific, recent examples of IU's facilitation services include:

- assisting organizations in resolving internal communications issues and in identifying critical factors in program success
- planning and collecting stakeholder feedback in statewide "Community Conversations" for the Indiana Family and Social Services Administration Medicaid Waiver Review, which included face-to-face sessions, focus group facilitations and conducted a statewide online survey
- assisting the Indiana Department of Education in its effort to address the consequences of disproportionality – the over- or under-representation of culturally diverse students in special education – by guiding workgroups of stakeholders and community members in both understanding the phenomenon of disproportionality and developing and implementing mitigating strategies

Awarded Services

Survey Services (SIN 874-3)

Indiana University conducts and supports all phases of assessments including all phases of the survey process.

Examples of survey services offered by Indiana University include:

- Planning, design and development of surveys
- Pretesting and piloting survey instruments
- Assessing reliability and validity of data
- Conducting and administering surveys
- Performing qualitative and quantitative analyses
- Developing and producing reports from surveys
- Providing briefings and summary findings

Indiana University, through its centers, designs and administers surveys to assist in research efforts. Most IU research centers are capable of supporting various levels of survey work. However, the IU Center for Survey Research (CSR) has an especially rich background of conducting surveys and leading the evolution of survey methodologies. CSR has conducted data collection and database support activities for large-scale survey efforts such as the National Survey of Student Engagement (NSSE), with samples of over 1,500,000 randomly selected undergraduate students from the U.S. and Canada, as well surveys for as the National Science Foundation, the National Institutes of Health, and many other organizations.

IU's survey services include the management, staff and facilities required to conduct all phases of telephone, mail and Web surveys, employing personnel trained in all aspects of survey research, including questionnaire design, sampling, interviewing, conducting focus groups, encoding data, and analysis of data. IU provides development and maintenance of computer programs and systems that support survey efforts, including conducting telephone and online surveys. Through CSR and its other research centers, IU supports survey data collection, summarization and statistical analysis of data; and supports efforts in data identification, data management, extraction of data from public use files, data mining, and interpretation of data and interrelationships through analysis. Indiana University research teams provide pretests, sampling and weighing of data, assessments and reporting of data analysis findings.

Awarded Services

Training Services (SIN 874-4)

Indiana University provides support in the development and delivery of customized training, including the development of course design, measurement of objectives, and assessment of best alternatives for use of media and technology to reach the desired target audience. The services include the identification of objectives and performance measures for the course, and the support in defining the content and presentation best suited to achieve the desired educational results.

These training services include but are not limited to:

- Planning, creating, and/or executing test administration
- Learning management
- Customized subject matter specific training and/or educational courses
- Delivery of instructor-led course (i.e., traditional classroom setting or conference/seminar)
- Delivery of course via web-based or other distance learning method and media (i.e., Internet/Intranet, software packages and computer applications)

Indiana University provides experts in instructional design, development of course presentations using the latest technologies, and trainer-led delivery or electronic media distribution. In addition to being a major research university, known for its academic and teaching excellence, IU provides customized training as a part of its management consulting and program evaluation activities.

For the Division of Disability and Rehabilitation Services, IU's Indiana Institute on Disability and Community (IIDC) designed and delivered online and in-person course and training events for over 12,000 direct support professionals that serve families of people with disabilities.

IU's Eppley Institute has provided the National Park Service with trained instructors and guides, using web conference technology, to transition personnel to use the new software systems for facility management operations.

Awarded Services

Ancillary Services – Program Performance Evaluation (SIN 874-5)

Indiana University possesses strong expertise in program and performance evaluation. Of note, this skill and expertise is paramount to establishing and maintaining effective programs, and to assisting organizations in achieving mission objectives.

The following program evaluation services are offered within this SIN:

- Program design with embedded performance monitoring and reporting systems and methods
- Analysis and identification of pertinent and easy to obtain performance indicators
- Assessment of baseline metrics
- Analysis of dependencies and constraints impacting stated goals
- Map and gap analysis of compliance
- Business process re-engineering, process improvement and process engineering
- Change management and capacity building
- Quality management and quality control
- Development and integration of software systems to assist in the data collection and tracking of performance metrics

Researchers and support staff at IU's Center for Evaluation & Education Policy (CEEP) have a long track record of success in evaluation and research design, data collection, data analysis, and communication of results. CEEP has a strong background in a variety of content areas (e.g., education technology, teacher professional development, literacy, mathematics and science) and methodological approaches to research and evaluation (e.g., formative and summative evaluation, quantitative and qualitative evaluation designs). CEEP has successfully conducted evaluations at the state, national, local, and international levels. Evaluation projects have included both small-scale exploratory and demonstration projects as well as large-scale interventions.

Awarded Services

Program and Project Management Services (SIN 874-7)

Indiana University provides professional business services to assist in the planning, initiating, managing, executing, and closing out mission-oriented business programs and projects.

These program and project management services include:

- Project leadership and communications with stakeholders
- Project planning and scheduling
- Earned value management support
- Project management, including performance monitoring and measurement
- Reporting, documentation, stakeholder briefings, participation in meetings
- Program integration services
- Project support services

Indiana University provides program support services in developing operational improvement strategies, and assists in accomplishing program and project goals through the implementation of methods and tools for monitoring goal accomplishment.

IU staff possess expertise in establishing effective project management offices, and assisting the tracking of milestones for multiple concurrent tasks within a project or program. In addition, IU provides progress assessments, assistance with allocation of resources and tracking usage, costs and timelines; and also provides recommendations, briefings, and presentations.

For the Indiana National Guard and the U.S. Joint Forces Command, IU established a project leadership team, provided office space at the university, established a communications plan, and established a process improvement strategy to collect, develop and evaluate new ideas and concepts.

In its work for the Office of Innovation and Improvement, CEEP has provided technical assistance to improve program performance for a range of programs, assisting both the OII staff and their program grantees.

Labor Categories and Price List by SIN

SIN(s)	LABOR CATEGORY	MINIMUM EDUCATION	YRS. EXPER.	UNIT	IU SITE	GOV. SITE
874 – 1, 2, 3, 4, 5, 7	Project Director	Master	2	Hour	\$142.72	\$116.78
874 – 1, 2, 3, 4, 5, 7	Project Manager	Master	2	Hour	\$111.52	\$91.24
874 – 1, 2, 3, 4, 5, 7	Quality Assurance Specialist	Bachelor	5	Hour	\$112.10	\$91.72
874 – 1, 2, 3, 4, 5, 7	Principal Investigator	Doctorate	2	Hour	\$162.18	\$132.70
874 – 1, 2, 3, 4, 5, 7	Research Scientist	Doctorate	2	Hour	\$99.50	\$81.41
874 – 1, 2, 3, 4, 5, 7	Research Associate	Bachelor	2	Hour	\$99.81	\$81.67
874 – 1, 2, 3, 4, 5, 7	Project Associate	Bachelor	1	Hour	\$77.76	\$63.61
874 – 1, 2, 3, 4, 5, 7	Program Evaluator	Master	5	Hour	\$142.72	\$116.78
874 – 1, 2, 3, 4, 5, 7	Technical Assistance Specialist	Master	5	Hour	\$142.72	\$116.78
874 – 1, 4, 5, 7	Instructional Designer	Bachelor	10	Hour	\$66.69	\$54.56
874 – 1, 4, 5, 7	Senior Trainer	Bachelor	5	Hour	\$87.87	\$71.89
874 – 1, 4, 5, 7	Trainer	Bachelor	2	Hour	\$76.19	\$62.33
874 – 1, 2, 7	Senior Facilitator	Bachelor	2	Hour	\$111.51	\$91.24
874 – 1, 2, 7	Facilitator	Bachelor	2	Hour	\$85.98	\$70.35
874 – 1, 3, 4, 5, 7	IT Systems Architect	Bachelor	10	Hour	\$127.70	\$104.48
874 – 1, 3, 4, 5, 7	IT Specialist	Bachelor	5	Hour	\$95.45	\$78.10
874 – 1, 2, 3, 4, 5, 7	IT Technician	Bachelor	2	Hour	\$75.09	\$61.43
874 – 1, 3, 4, 5, 7	Web Applications Specialist	Bachelor	5	Hour	\$85.15	\$69.67
874 – 1, 2, 3, 4, 5, 7	Web Technician	Bachelor	2	Hour	\$79.07	\$64.69
874 – 1, 2, 7	Communications Specialist	Bachelor	5	Hour	\$94.66	\$77.46
874 – 1, 2, 7	Communications Technician	Bachelor	2	Hour	\$54.75	\$44.80
874 – 1, 2, 3, 4, 7	Publications and Media Specialist	Bachelor	5	Hour	\$117.64	\$96.26
874 – 1, 2, 3, 4, 7	Publications and Media Technician	Bachelor	1	Hour	\$66.61	\$54.49
874 – 1, 2, 3, 4, 5, 7	Technical Writer	Bachelor	5	Hour	\$66.61	\$54.49
874 – 1, 3, 5, 7	Survey Specialist	Bachelor	5	Hour	\$113.47	\$92.84

874 – 1, 3, 5, 7	Survey Technician	Bachelor	1	Hour	\$65.19	\$53.33
874 – 1, 2, 3, 4, 5, 7	Study Methodologist	Doctorate	2	Hour	\$157.84	\$129.15
874 – 1, 2, 3, 4, 5, 7	Data Analyst	Bachelor	5	Hour	\$100.56	\$82.28
874 – 1, 2, 3, 4, 5, 7	Data Technician	High School	5	Hour	\$52.93	\$43.30
874 – 1, 2, 3, 4, 5, 7	Community relations and service operative	High School & some college	1	Hour	\$44.46	\$36.37
874 – 1, 2, 3, 4, 5, 7	Graduate Research Assistant	Bachelor and enrollment in Graduate Program	0	Hour	\$39.70	\$32.48
874 – 1, 2, 3, 4, 5, 7	Student Worker	HS Diploma & current IU student	0	Hour	\$26.23	\$21.46
874 – 1, 2, 3, 4, 5, 7	Financial Analyst	Bachelor	5	Hour	\$70.57	\$57.73
874 – 1, 2, 3, 4, 5, 7	Operations Coordinator	Bachelor	2	Hour	\$64.16	\$52.49
874 – 1, 2, 3, 4, 5, 7	Administrative Assistant	High School	2	Hour	\$40.23	\$32.91
874 – 1, 2, 3, 4, 5, 7	Subject Matter Expert A	High School	10	Hour	\$243.48	\$199.21
874 – 1, 2, 3, 4, 5, 7	Subject Matter Expert B	High School	10	Hour	\$167.25	\$136.84
874 – 1, 2, 3, 4, 5, 7	Subject Matter Expert C	Doctorate	2	Hour	\$190.54	\$155.90

Labor Categories

CLIN	Job Title	Job Description	Min. Educ.	Min.Experience
01	Project Director	A person in charge of program of significant magnitude, manages multiple tasks, ensures that the quality of the services and deliverables meet standards, and is responsible for developing best strategies and approaches project /program related issues; the person has the necessary mastery of the subject matter, has excellent leadership, organizational and communications skills, and understands the mission of the enterprise or program.	Master	2 y
02	Project Manager	A person that can be expected to be responsible for timelines, resource allocation, and compliance with deliverable schedules, and provides day to day operational oversight; this person is the day to day interface point of contact with the customer.	Master	2 y (or project management certification)
03	Quality Assurance & Control Manager	A person with experience or certification in providing audits and reviews compliance with process, process standards (such as ISO or other), and/or deliverable acceptance criteria and general quality criteria.	Bachelor	5 y
04	Principal Investigator	A person with sufficient experience, education and knowledge to be responsible for a research project; this person determines approach, constructs study design and provides content expertise; identifies types of resources required to successfully meet the project objectives.	Doctorate	2 y
05	Research Scientist	A senior level research expert that conducts the analysis and activities related to implementing the study design, and makes decisions based on findings to meet project objectives.	Doctorate	2 y
06	Research Associate	A research expert that supports the implementation of a study design and participates in the accomplishment of project objectives.	Master	2 y
07	Project Associate	An individual that supports the day to day activities required to meet a project objective.	Bachelor	1 y Relevant experience
08	Program Evaluator	An analyst that provides expertise in the assessments and evaluation of programs, and implements designs and strategies, documents and reports on assessments, makes recommendations for program improvements.	Master	5 y (or Doctorate and 2 years)
09	Technical Assistance Specialist	A consultant with expertise in specific areas of discipline, that reviews and designs processes, recommends changes, and develops strategies for capacity building.	Master	5 y (or Doctorate and 2 years)
10	Instructional Designer	An individual with expertise in designing instructional experiences (courses, training, workshops, professional development, etc.) to meet educational objectives for specific target audiences, including the development of support materials to use during the experience.	Bachelor	10 y
11	Senior Trainer	An individual with substantial experience in delivering the content of instructional material in the formats designed specifically to meet educational objectives for defined target audiences.	Bachelor	5 y
12	Trainer	An individual skilled in the delivery of instructional material in the formats designed specifically to meet educational objectives for defined target audiences.	Bachelor	2 y
13	Senior Facilitator	An individual with substantial experience in facilitating groups to achieve consensus and develop plans of actions to meet a variety of organizational objectives, including strategic planning, business process engineering, focus groups, and conflict resolution.	Bachelor	5 y
14	Facilitator	An individual with skilled in facilitating groups of multi-disciplinary individuals from different organizational levels, to achieve consensus and develop plans of actions to meet a variety of organizational objectives, including strategic planning, business process engineering, conducting focus groups, and resolving conflicts.	Bachelor	2 y
15	IT Systems Architect	A person that designs solutions and strategies for managing information as required to support a project's objectives, including meeting organizational criteria such as systems security, certification and accreditation, and enterprise architectures established within an organization.	Bachelor	10 y
16	IT Specialist	A person that implements the design of an information management system to support a project's objectives, including all steps of a software life cycle development, develop and maintain database systems, programmatic coding, and user interface screens, data analysis support and other related IT activities.	Bachelor	5 y (or high school + 10 y relevant experience)

17	IT Technician	A person that installs, maintains, tests and troubleshoots computer systems, applications and networks; provides help desk and technical support.	Bachelor	2 y (or high school and 5 y relevant experience)
18	Web Applications Specialist	A person that designs, implements, and maintains web applications.	Bachelor	5 y (or high school + 10 y relevant experience)
19	Web Technician	A person that assists in monitoring web site usage and maintaining its content; installs and integrates web products; provides technical support.	Bachelor	2 y (or high school and 5 y relevant experience)
20	Communications Specialist	A person experienced in communications, that interfaces with stakeholders and members of the media to design and disseminate information to target audiences; provides public relations and outreach strategies, develops content.	Bachelor	5 y (or masters + 2 yr relevant experience)
21	Communications Technician	A person that assists in the design and dissemination of information to target audiences; assists in monitoring the impact of communications, and supports communications projects.	Bachelor	2 y (or masters degree)
22	Publications & Media Specialist	A person who develops graphics design, visual, sound, printed media to meet specific communications and outreach objectives.	Bachelor	5 y (or masters + 2 yr relevant experience)
23	Publications & Media Technician	A person who assists in the production of media, publications or other form of communication to meet specific outreach objectives.	Bachelor	1 y Relevant experience
24	Technical Writer	A person who develops, edits and produces reports, briefs, and documentation related to different projects, for specific target audiences.	Bachelor	5 y relevant experience (or masters + relevant experience)
25	Survey Specialist	A person who develops survey instruments, conducts pre-testing, administers surveys, and coordinates the implementation surveying approaches; recommends and develops survey design.	Bachelor	5 years relevant experience (or masters + relevant experience)
26	Survey Technician	Administers the survey, collects and monitors quality of survey data and response rates, follow up and produces data reports.	Bachelor	1 y Relevant experience
27	Study Methodologist	A person that provides expertise in research methodologies, designs the research strategy, and develops protocols.	Doctorate	2 y
28	Data Analyst	A person that processes and reports on data analysis, maintains databases, identifies approaches for data quality and data cleansing, provides technical support.	Bachelor	5 years relevant experience (or masters in relevant area)
29	Data Technician	A person who assists in data collection and organization, identifying sources of data, encoding of information.	High School	5 y.
30	Community Relations & Service Operative	A nonprofessional who performs project tasks outside the office requiring interface with the community and/or community partners, such as data collection and off-site meeting/event support activities.	High School and some college	1 y Demonstrated communications skills
31	Graduate Research Assistant	A person attending graduate education that supports a project in a variety of activities to meet objectives.	Bachelor	Currently enrolled in a graduate program
32	Student Worker	A current IU student providing assistance with preparing and shipping materials, entering data, supporting activities/events, and other support tasks congruent with their personal experience to-date. This nonprofessional works under close supervision by project managers and does not perform administrative tasks.	High School diploma and must be a current IU student	0 y. Proven ability to follow directions and complete basic project support tasks
33	Financial Analyst	A person who manages project budgets, provides financial reporting, prepares invoices, and verifies expenditures against projected costs.	Bachelor preferred	5 years relevant experience, or certification
34	Operations Coordinator	A person that provides logistics and operational support to projects.	Bachelor preferred	2 years relevant experience
35	Administrative Assistant	A person that provides administrative support to the project.	High School	2 yrs rel. exper. or Bach. degree
36	Subject Matter Expert A	An individual publicly recognized for their success in a particular field of endeavor relevant to the project.	High School	10 yrs
37	Subject Matter Expert B	A recognized subject specialist that has been published or been written about that can assist in achieving project objectives.	High School	10 yrs
38	Subject Matter Expert C	A recognized expert in a particular field, with academic and industry recognition for their research and achievements.	Doctorate	2 yrs